MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2022/2023 (TERM ID 2210)

BMK3044 – RELATIONSHIP MARKETING

10 FEBRUARY 2023
09.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **THREE (3)** pages *(excluding this cover page).*
2. Answer all the questions
3. Marks are shown at the end of each question.

CASE STUDY (100 Marks)

Answer all the questions.

Well-known author Scott D. Anthony defines in his book *The Little Black Book of Innovation,* the term "innovation" as *"a process that combines discovering an opportunity, blueprinting an idea to seize that opportunity, and implementing that idea to achieve results."* In layman's terms, innovation refers to **something different that has impact.** It is important that we keep in mind these definitions, because through them we'll be able to identify and separate innovative organizations from the crowd.

The Case of Curry Express

An example of an innovative business that breaks all *innovation stereotypes* and perfectly matches to the definitions is Curry Express, a tiny Indian street food restaurant that has brought the pulse of Indian gastronomy in the heart of Athens. Curry Express is an excellent paradigm of innovation, in a saturated (according to many) market in Greece—the catering sector. In our interview with Ina, the owner of the restaurant, we had the opportunity to explore the key success factors of Curry Express, as well as to taste the unique Indian cuisine in a street-food version.

The restaurant opened less than a year ago and it has been left "untouched" by the COVID-19 pandemic, as it works mainly through delivery service. Curry Express innovation is identified in three main areas: the product, the customer experience and the production process.

Firstly, it is well-known that Indian gastronomy is associated with rich and intense flavors accompanied by rice, pies and intense spices. The cost for a full Indian meal in Athens usually exceeds 10 euros. In the case of Curry Express, however, the consumer can enjoy a complete meal for just 5 euros without suffering any quality discounts.

But how is this even viable for the business? The answer lies in the concept of *product innovation*—i.e. the development of a new product that reflects the needs of consumers and is currently not available in the Greek market. No, this has nothing to do with patents, partnerships with RTOs and laboratory analyses. This innovation refers to the combination of two separate products (in this case main dish with side dish) to form a new one at a much lower cost. This reminds us of T. Freston's definition on innovation: *"Innovation is taking two things that already exist and putting them together in a new way."* The "bowls" as they are called, contain half the amount of rice and half the amount of cooked food, both enough to satisfy a hungry consumer. As Ina told us, bowls are popular in India, but not in Greece, since Greeks are not familiar with Indian street food.

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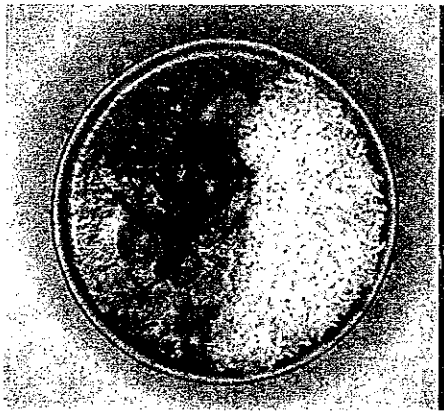
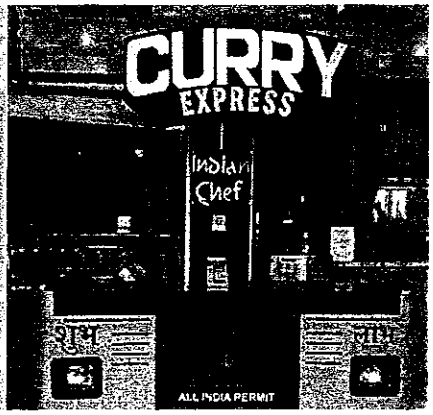


Bowl of chicken korma with rice



Curry Express Restaurant

Another element that got our interest in Curry Express has to do with the appearance of the food. All dishes are prepared in such a way that it is attractive for photography and sharing on social media. This is certainly not something new. On the contrary, if one looks at the emerging trends shaping the food industry, he/she will find that the production of visually appealing meals is a transformational trend that plays a significant role in the way food is processed and prepared for sale. Food is not just a primary need, but a lifestyle statement or even a statement of political beliefs. If we think that every month around 250 million posts with the hashtag #food is uploaded on Instagram, then we can truly understand the power and impact that social media have on food industry. Therefore, the effective exploitation of this disruptive trend by food manufacturers and restaurants, can help these businesses upgrade their customers' experience as well as build strong brand awareness. This is what Curry Express so successfully does and this is where customer experience innovation lies in!

Finally, the way in which the production process of the restaurant has been organized is another source of competitive advantage for Curry Express. Typical Indian restaurant menus are excessively long, suggesting a very wide range of food and flavours. On the contrast, a more conservative approach has been adopted by Curry Express, with comparatively fewer dishes selected based on speed of preparation and maintaining high quality. The restaurant team focused its efforts on the standardization of the production process, while seeking small but equally significant improvements in product quality (incremental innovation). This slight differentiation from the competition gave Curry Express the ability to maintain the high quality of products at a much lower cost compared to other Indian restaurants in Athens, as well the competitive edge needed to stand out from the crowd.

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The case of Curry Express is a great example of an innovative business that breaks stereotypes and highlights the different ways in which innovation can appear and be implemented within a business or organization. These small differences in the production process, the product and the customer experience, are *"the different"* that Scott D. Anthony mentions in his definition on innovation. We may not have state-of-the-art technologies, and R&D department and a pitch deck, but we do have impact, and, in the end, this is what truly matters.

Source: Giorgos Aspiotis / Nikos Kokkinoplitis, May 24th, 2021, Breaking the Innovation Stereotypes: The Case of Curry Express, https://innovationmanagement.se/2021/05/24/breaking-the-innovation-stereotypes-the-case-of-curry-express/

QUESTION 1

Referring to the above Curry Express case study, provide your explanation on the following:

a) Define what a Learning Relationship is based on the Curry Express case study. Examine ***three (3)*** benefits of such a relationship for the store. (15 marks)

b) Explain the reasons why Curry Express needs to be customer-centric. (10 marks)

QUESTION 2

Curry Express has undertaken multiple strategies to increase its customers' experience. Identify and discuss any prominent methods Curry Express can use to assess customer satisfaction. Explain. (25 marks)

QUESTION 3

Rather than adopting the approach of "one design fits all," Curry Express matches its marketing strategy to the customers and market conditions. Advise the management of Curry Express on the collaborative effort using the CRM process to enhance their relationship with the customers and potential customers. (25 marks)

QUESTION 4

Critically discuss the statement, "Higher customer expectation leads to a greater chance of customer dissatisfaction". Provide your justification with appropriate examples. (25 marks)

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